

DD / S R E G I S T R Y
FILE Training 3

Executive Director-Comptroller

Bill:

The second sentence of paragraph 6 may be slightly misleading since, undoubtedly, we would have difficulty withdrawing completely from the FAES, regardless of our evaluation of it. Indeed, we should stay in the FAES if for no other reasons than to maintain cordial relations with State and to demonstrate that we are an integral part of the foreign affairs establishment. Furthermore, I not only endorse Hugh's strong position about the FAES, but believe we should renew our efforts to get full value from our investment, i.e., send a full quota of eight students to each session. It's obviously an excellent course and very relevant for many of our officers.

/s/ ~~Robert S. Wattles~~

Robert S. Wattles

6 JUL 1972

EO-DD/S:LDP:es (6 July 72)

Distribution:

Orig - Adse w/orig&1 of att (DD/S 72-2639)

- 1 - DD/S subject w/cy of att (& w/background)

1 - DD/S chrono

1 - DTR (on 10/6/72) 6 JUL 1972

DD/S 72-2639: Memo dtd _____ to ExDir-Compt fm DD/S, subj:
Foreign Affairs Executive Seminar

MORI/CDF Pages 2 thru

7 _____

DD/S 72.2639

CONFIDENTIAL

6 JAN 1972

MEMORANDUM FOR: Executive Director-Comptroller

SUBJECT : Foreign Affairs Executive Seminar

**REFERENCE : (a) Memo dtd 12 Jan 72 to DD/S from
ExDir-Compt, same subject
(b) Memo dtd 23 Feb to ExDir-Compt
from DD/S, DD/S 72-0646**

1. In your memorandum dated 12 January 1972, you asked for comments on five points concerning the new Foreign Affairs Executive Seminar. On 23 February in a memorandum to you confirming our telephone conversation, I mentioned that the information developed thus far by the Office of Training was based on a single running of the Seminar and that we ought to have some additional experience to avoid what perhaps could be necessarily subjective views. I said we would come back to you in approximately three months.

2. This memorandum now responds to your January paper. It is based on the experience of three runnings, January, March, and May, to which the Agency sent 16 officers in grades GS-15 (2), GS-14 (10), and GS-13 (4) and who represented three directorates: Clandestine Service, 4; Intelligence, 5; Support, 7. It is also based on reports submitted by 14 of the 16 participants (Attachment A) who responded to questions on the value of the FAES to the Agency, the visits to Headquarters, and the value of the Seminar to each, professionally. (We have not as yet heard from one of the CS officers who because of the fatal illness of his wife has not been available to submit a report. The other, a Support careerist, left for overseas shortly after completing the March session.)

3. Hugh was to have discussed the reduction of the Agency's quota at a meeting of the Training Committee. Chairman Haugerud called only one meeting during the six months, in April. The subject of quotas was



25X1

CONFIDENTIAL

CONFIDENTIAL

not on the agenda and, from what Hugh understands, both Secretary Irwin and Mr. Haugerud see them as important now only in determining shared costs. High-quality participation and a solid foreign affairs program are their priorities. This view was also borne out in [] informal discussion with Howard when he told Bob that meeting our quota wasn't essential, more important is our participation, that is, visits to Headquarters, and if possible, providing a participant for each of the regional seminars.

25X1

4. As noted in paragraph 7d, Hugh did not consult with the Deputy Directors to determine whether or not the FAES should be integrated into career development, preferring instead to await a final decision on the proposal concerning training and career planning.

5. From what has been said of the new FAES by the Agency's participants, we should continue in full support of it. As recast, it has become a truly foreign affairs program, dealing with national and international issues and problems of direct concern to CIA. Reports attest to its value in breaking down a parochialism common to the professional existence of many of our people and in its providing the opportunity to set the record straight when the Agency's place in foreign policy determinations is at issue.

6. It is time, I think, for the Agency to recognize the value of the FAES and to stimulate appropriate attendance. Our alternative is to either withdraw altogether or to continue giving it partial, haphazard support; both of these seem to damage CIA's own opportunity to improve its relationships with the Community and its officers' knowledge of foreign policy problems.

7. Addressing the points you specifically raised in your memorandum:

a. Comments made by CIA personnel who have attended the Seminar to date:

In more than 120 critiques prepared on the Seminars conducted through 1971, only six, all D careerists, were over-all negative. Two officers suggested withdrawal. (One, [] who attended in October 1968, concluded that the Seminar had outlived its usefulness. The second, [] then in OPPB and who was in the April 1969 running, said unqualifiedly that we should withdraw.) Of particular significance is that all of the complaints were made about the Seminar as it was before the Training Committee made the first major change in mid-1969 to bring the coverage into line with President Nixon's new policy on underdeveloped countries. Those who criticized the Seminar, in other words, were doing so when the emphasis was on counterinsurgency.

25X1

5X1

CONFIDENTIAL

Since the new FAES was introduced in January, in the reports from our participants the most negative remark is that the one-half day at Headquarters is too short to justify transporting sixty people from Rosslyn to Langley.

b. The new posture of the FAES in relation to the value of the changes made:

In his letter of 6 January to Mr. Helms and to the other heads of foreign affairs agencies and government departments, Undersecretary Irwin cited the Seminar as intending to provide an advanced, short-term (3 weeks) course on the U. S. and national security policy for senior foreign affairs executives in government offices in the United States and abroad, and, to broaden the perspective of foreign affairs executives.

The Seminar is divided into four phases. The first puts heavy emphasis on existing U. S. foreign and national security policy, with particular attention to an elaboration of the Nixon Doctrine and to foreign economic and trade policies in the light of the new U. S. economic policy. Special emphasis is given to the decision-making process in national security and the relative roles of the White House and the other foreign affairs agencies. The second phase concerns the ways of maintaining the stability of the developing countries during their processes of emergence. The third segment brings in the domestic factors that affect formulation and implementation of foreign policy (e. g. elections, youth, the press, and the environment), and the last phase deals with foreign policy problems and strategies.

Undersecretary Irwin has formalized the FAES by making it a new school in the Foreign Service Institute.

c. Value of the Seminar to CIA personnel, with reference to the differing needs and interests of each Directorate:

Except for State's Senior Seminar on Foreign Policy (SSFP), the National War College (NWC), and short courses in CIA, the FAES is the best opportunity for our CIA officers. It has two distinct advantages over the SSFP and NWC. One is the duration: three weeks versus 10 months. The second is the number of participants. We can profitably send 48 to FAES as opposed to two for the SSFP and four for NWC.

CONFIDENTIAL

While OTR is steadily concerned with the subject of foreign affairs, the FAES has the greater advantage in that our people can get a more comprehensive view of the whole problem of foreign affairs from the Community standpoint—an approach not appropriate in courses OTR now conducts. The Seminar also provides our people an opportunity to mix with officers from the other agencies, finding among them those officers with whom they may be working overseas. Another very important advantage is the opportunity for our CIA participants to contribute substantively in the formal and informal discussions and to correct any misconceptions that may arise about the real role of CIA within the foreign affairs community.

Looking at the FAES from the standpoints of the new role of CIA in the Intelligence Community and the new direction now given to the Seminar, the Seminar emerges as a program well-suited to our officers in grade GS-14 and above, regardless of career service, who are proceeding on assignment overseas, under official cover, especially for those going overseas for the first time; secondly, for the CS desk officer in an Area Division or on a Staff; for the Chiefs, the area specialists, and the analysts in the DDI; estimates officers, S&T specialists named to attend an international conference or to serve on a U.S. delegation; and for the Support careerists in an administrative capacity. (State sends many of its administrative officers.) A separate group for whom the Seminar is appropriate is OTR's instructors, particularly those whose responsibilities require updating on foreign affairs. 25X1

d. Consultation with each directorate as to whether and how the FAES should be or should not be integrated into the career development of its officers:

A formal effort to talk to the Deputy Directors about the FAES as part of career development was not undertaken by the DTR. Such an effort, however, may well have been overtaken by events. With the proposed profile of courses now under study and the likelihood that each of the directorates will go on from the basic proposal to establish a directorate-profile, the FAES can be put alongside the senior schools and the CIA Senior Seminar as an appropriate program for midcareer and senior officers. I note that the Department of State has tied the Seminar into its regular career development training. Secretary Irwin, in his letter to his bureau and office heads, specified that they are "required to program their key personnel" into the Seminar and that this is

"true for personnel being considered for Chiefs of Mission, DCMs, Heads of Mission sections, Consul Generals, Bureau and office heads, Country Directors, and Desk Officers."

e. Contributions to the Seminar by CIA personnel:

(1) Staff and Faculty

The Seminar is interdepartmentally staffed, with each participating agency contributing a resident faculty member. There are five such members with each responsible for arranging regional sessions, monitoring them, advising on course content, providing speakers and reading materials, and occasionally filling in as a lecturer.

OTR has always had a representative. [redacted] has been there since July 1971 and upon his retirement at the end of this June will be replaced by [redacted] also a Training careerist. Joe has had eight years in the CS, six of which were overseas, and most recently was on the staff of the CIA Senior Seminar, participating in its organization and seeing it through its second running.

25X1

25X1

(2) Visiting Lecturers and Visits to CIA

Upon request, CIA provides area and functional specialists (about five) to lead discussions in the regional seminars. In addition are the visits to Headquarters, with each of these involving presentations by four senior officers.

Visits to CIA were part of the original seminar beginning in May 1962 and continuing through May of 1968. At the request of Chairman Haugerud last July they were reinstated, Howard believing them to be highly important to the success of his program. In the reports from our participants all have given the visits high marks and have voiced the reactions of their seminar-mates in noting CIA's candor, no "over-kill," and the professionalism of both the presentations and their substance.

(3) Finances

The funding is shared by the member agencies, each contributing a percentage of the annual operating budget. The share is keyed to the member's quota. Exclusive of the salary of the faculty representative, now to be a GS-15/4, and which OTR pays, the reimbursable expense to the Agency has ranged from a five-year high of \$32,634 in FY 69 to a low of \$11,742 in FY 72. The estimated reimbursable cost for FY 73 is \$18,000 (Attachment B). The FY 72 figure

CONFIDENTIAL

averages \$355 for each participant. We sent 33. Based on the current quota of 48, in FY 73 each participant will cost us \$375.

(4) Student Quota

CIA's quota of eight was established by General Carter in his memorandum of April 1963 to the DD/P. Later it was determined that the CS would fill four of the eight slots in each session; the remainder would come from the other directorates. In December 1969, in a memorandum to the Deputy Directors, Colonel White restated our commitment of eight and in his letter of 23 July 1971 to Van Langley on the Planning and Coordination Staff of the Department of State, he asked for a 50% reduction. No formal response was sent to CIA by Mr. Langley.

/s/ Robert L. Wattles
John W. Coffey
Deputy Director
for Support

Atts

Distribution:

- O & 1 - Adse.
- 2 - DD/S
- 2 - DTR
- 1 - EA/P

OTR/JWC (29 June 72)

25X1

TAB

NPIC - IP Career Service

STAT

IEG/EGD/WCB-13/72
30 March 1972

STAT

MEMORANDUM FOR: Director of Training
THROUGH :
SUBJECT : Critique of Training

1. From 6 through 24 March 1972, I attended the second session of the Foreign Affairs Executive Seminar at the Department of State, Foreign Service Institute, Roslynn, Virginia.

2. As a personal experience, I felt the seminar was very worthwhile, not only as a break from routine duties, but also because it was interesting, informative, and thought-provoking.

3. As far as the Agency's benefits from my attendance at the seminar, there may be some immediate gains, but most will probably fall into the area of long-range benefits. These as a result of continuing exposure to changing concepts and ideas.

4. For the short term, I have gained a better understanding of current national-level decision and policy-making and the economic and social changes which affect these decisions. In turn, this has provided me with a better understanding of some decisions which affect the intelligence community. This knowledge will assist me in prioritizing intelligence requirements levied upon my branch and, hopefully, make the extracted information more meaningful and timely.

5. Because NPIC is rather unique in its contributions to the intelligence community, foreign affairs, as discussed in the seminar, are not directly applicable to our routine work. Also, the security aspect of our work prevents completely open discussions. However, I feel that NPIC personnel, who are selected for overseas assignments, would find this course very useful. I also think that it would be highly beneficial as a prerequisite for those selected to attend the National War College or other service-related schools.

6. I would not recommend any changes to the basic structure of the seminar. A few of the speakers left me with no message at all, but on the whole, the selection of speakers was excellent. The Agency received


FOR OFFICIAL USE ONLY

IEG/EGD/WCB-13/72
30 March 1972

SUBJECT: Critique of Training

very high compliments from the members of my seminar after their one-day visit to Langley. They were pleased with the personalized treatment and impressed by the speakers. The Agency should continue to provide this service.

7. In summary, I think the seminar was worthwhile and the Agency should continue to support and participate in it.


NPIC/IEG/EGD/WCB

STAT

Distribution:

Orig&1 - Addressee
1 - NPIC/SS/TB
1 - NPIC/IEG
1 - NPIC/IEG/EGD
2 - NPIC/IEG/EGD/WCB

FOR OFFICIAL USE ONLY

~~CONFIDENTIAL~~

IRS - I Career Service

25X1

2 JUN 1972

MEMORANDUM FOR: Director of Training.

SUBJECT : Foreign Affairs Executive
Seminar (FAES)

25X1

1. This memorandum complies with [redacted]
[redacted] request for comments on the FAES.

2. I feel that the course was of great value to me. In general, I found that most of the topics presented provided an overview which was a healthy antidote to some of the drawbacks that build up in a career in the relatively "closed society" of intelligence. Specifically, the sound and responsible discussions of current thinking concerning modernization and change was stimulating and provocative. Similarly, the discussions on policies, many of which require or use intelligence inputs, greatly improved my focus in many of my own activities. Other elements of general concern and interest to U.S. officials--racism, problems in public information, population, etc.--were extremely beneficial to updating my thinking in these areas.

25X1

3. My judgment on the value of the FAES to CIA is essentially along the lines of its value to me. Specifically, I believe that our officers should have this kind of opportunity for exposure to senior level inter-Agency forums outside the intelligence community. The return,

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~GS-14
IRS - I Career Service

25X1

2 JUN 1972

MEMORANDUM FOR: Director of Training,

SUBJECT : Foreign Affairs Executive
Seminar (FAES)

25X1

1. This memorandum complies with [redacted]
[redacted] request for comments on the FAES.

2. I feel that the course was of great value to me. In general, I found that most of the topics presented provided an overview which was a healthy antidote to some of the drawbacks that build up in a career in the relatively "closed society" of intelligence. Specifically, the sound and responsible discussions of current thinking concerning modernization and change was stimulating and provocative. Similarly, the discussions on policies, many of which require or use intelligence inputs, greatly improved my focus in many of my own activities. Other elements of general concern and interest to U.S. officials--racism, problems in public information, population, etc.--were extremely beneficial to updating my thinking in these areas.

25X1

3. My judgment on the value of the FAES to CIA is essentially along the lines of its value to me. Specifically, I believe that our officers should have this kind of opportunity for exposure to senior level inter-Agency forums outside the intelligence community. The return,

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

in terms of balance and perspective, is or should be significant for the investment. The alternative of terminating this opportunity would certainly not degrade a CIA employee's ability to discharge his responsibilities. Accordingly, in my view the value of FAES to CIA is that of protecting against "inbreeding" on the worst case basis and on the best case basis insuring that CIA officers can receive short "jolts" of different (if not new) ideas on the policy world he serves.

4. The "Day at Langley" was very effective and impressive for my FAES colleagues. Its length and content was about right in that any less could have been viewed as a "fast shuffle" by the class. This should be guarded against since CIA is held in high respect even by those who have little or no connection with CIA or the intelligence community. If the "Day at Langley" is extended, it should be broken down to the interests of the Regional Seminar level.

5. In discussing the value of FAES to the Agency, I raised the point of "inbreeding" within the Agency and the intelligence community. I feel very strongly that this constitutes one of the more serious obstacles to retaining dynamism in our middle-to-upper level officers. The variety of upward, downward and lateral problems faced by this echelon makes it imperative, in my view, that intelligence "blindness" be counteracted by every means possible.

25X1



Deputy Chief, (SIGINT Group
DDI/Information Requirements Staff

~~CONFIDENTIAL~~

STAT

6 April 1972

MEMORANDUM FOR: [REDACTED]

SUBJECT : FAES

STAT

REFERENCE : Your 23 March 1972 Memorandum, same subject

Submitted herewith are my comments on the recently concluded Foreign Affairs Executive Seminar, arranged according to the points listed in your memo.

a. The Value of the FAES to Me

I personally would rate the FAES as very valuable. I feel I derived several major benefits from the course, the first being a better understanding of contemporary international and domestic problems. The second was an eye-opening and thought-provoking insight into social and environmental changes that are impacting so heavily on the United States and the world in general. After so many years of concentrating on intelligence matters, I found it intellectually invigorating to turn my attention for a while to other topics and issues. I would also cite as a benefit the stimulating personal contacts made with the faculty and other seminar participants, particularly the members of the Africa regional seminar.

b. The Value of the FAES to the Agency

Speaking as one whose primary concern is now the LDC's, I think the FAES serves the Agency by providing an opportunity, not available within the Agency itself, for substantive study and discussions on these areas within a country-team environment. I also feel that the Agency's overall effectiveness is increased by exposing senior officers to new and different ideas, problems, associations and learning situations.

STAT

c. The Effectiveness of the "Day at Langley"

From the observations made by my seminar classmates, I would say they felt the Langley visit had been most worthwhile. They spoke highly of the presentations in general and [REDACTED] in particular. As an aside, several remarked that they found it somewhat tiring to be confined as a group in the same room for such long periods and suggested that the seminar might be broken up in the afternoon into smaller groups, as was done at State. A few minor personal observations: [REDACTED] mumbles and

STAT

speaks too fast. He slightly distorts the picture of FBIS by mentioning only radio monitoring and failing to note the equally large input into the intelligence information pot from foreign newspapers and periodicals. By devoting so much time to CS, does he overplay their role in total CIA effort? Did COS speaker talk over the heads of the seminar part of the time? One point well made which impressed my classmates: CIA does not embark on Bay of Pigs-type operations unless so directed by higher authority.

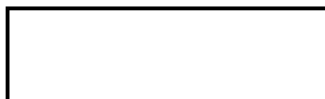
d. Any other Aspects of the Seminar I Believe Worthy of Comment

Whether by accident or design, the regional seminar to which I was assigned included a faculty member and students who had actually served in Africa. Their first-hand experiences and personal observations added considerable interest and substance to our discussions and enabled neophytes such as myself to learn much more than we would have otherwise.

I believe Agency personnel should be allowed to identify themselves as such whenever security considerations permit. Since Agency affiliation is eventually revealed to other seminar members, what is gained by the disguise? Do outside speakers not automatically assume that a forum such as the FAES will include some Agency personnel? Let's be open and above-board when we have nothing to hide.

Incidentally, and purely as a footnote, I thoroughly enjoyed my close association with [redacted] in the Africa seminar. I was quite impressed with his depth of knowledge and articulateness and he certainly speaks well for the caliber of the OTR staff.

STAT



STAT

FOR OFFICIAL USE ONLY

GS-14

STAT

DCS - 1 T Career Service

2 February 1972

MEMORANDUM FOR: Director of Training

ATTENTION:

Rm 2E49 Headquarters

STAT

SUBJECT: Foreign Affairs Executive Seminar, 10-28 January 1972

1. Your memorandum of 28 January 1972 requested comments on the FAES attended by the undersigned, as indicated below:

a. The value of the FAES to you -

The seminar, while not directly applicable to the work of the [redacted] as much as it does to Agency employees who serve overseas, provided me with a broader experience and understanding of the various departments and agencies of the government, and the role they play in the international scene. Many of us in the intelligence end of the government sometimes tend to get somewhat provincial in our outlook, i.e., that the intelligence end of the work is the sole reason for being. FAES tends to draw one out of this frame of mind through listening to high calibre speakers, and participating with senior representatives from other agencies in the regional seminars.

STAT

b. The value of the FAES to the Agency -

The values cited above in (a) apply to the Agency as a whole. The Seminar also provides an opportunity to educate many of the representatives from other agencies as to nature of some of the Agency's mission and work, and dispels many unfounded rumors and misconceptions.

c. The effectiveness of the "Day at Langley" --

I believe the day went very well, and the speakers continued the same high calibre of presentation characteristic of the remainder of the FAES. Other members of the Seminar, not from the Agency, indicated they were very highly impressed with the Agency's presentation. With regard to suggestions for

FOR OFFICIAL USE ONLY

FOR OFFICIAL USE ONLY

SUBJECT: Foreign Affairs Executive Seminar, 10-28 January 1972

possible changes or improvement in the "Day at Langley", I found that there probably wasn't quite enough time for questions for the speakers. However, I do not think that the number of the speakers should be reduced. It would seem beneficial for the one day to be extended to a longer period, or at least have Agency speakers come to Rosslyn and speak to the group at the regular seminar location, if security would permit. Also, I think it might be beneficial for members of the other government agencies to be briefed, insofar as security permits, on the Soviet realities, intelligence organizations as many of the people from AID, State, USIA and perhaps, DOD, have never realized the nature of the Soviet intelligence services, and their methods of operation. This would be particularly valuable to them because of their overseas assignments.

2. I greatly appreciated the opportunity of attending the FAES, and with the exception of one or two speakers, enjoyed every minute of the Seminar. I plan to recommend that others from DCS attend future courses.



STAT

Staff Assistant O/Director, DCS

FOR OFFICIAL USE ONLY

4 April 1972

25X1

MEMORANDUM FOR: Director of Training

SUBJECT : FAES

I appreciate the support, of the Career Training Program and the Office of Training, in my selection to attend the Foreign Affairs Executive Seminar.

The FAES offered an excellent and well-conceived program whose series of guest speakers offered many provocative thoughts in areas of US government concern alien to my usual employment. There will be little visible effect in my performance as a result of my attendance at this Seminar but my knowledge and understanding of the current US Foreign Affairs Policy has been considerably strengthened. The informal contact with other government professionals is stimulating and I believe useful, if for no other reason than to provide a mechanism for discourse. It also offers opportunities for discovering the institutional differences between our respective careers. This group of professionals evidenced the same curiosity and interest, which I first noted in my attendance at the Armed Forces Staff College, in things CIA, and they availed themselves of the presence of a CIA employee to ask questions.

The present configuration of the FAES and the wider attendance, beyond Agencies involved in Foreign Affairs, probably will inconvenience the CS, but there is sufficient relative material in the course to offer the CS officer a considerable learning experience. The DDI analyst will find the course, as I did, a refreshing experience away from the hurly-burly of daily analysis to the pleasure of measured study. DDS and DDS&T personnel would, I believe, also find this seminar a satisfying exposure.

The "Day at Langley" earned high marks with all of the members of my seminar, for their impression appeared to be that CIA had offered candor and honesty in its presentations. [redacted] orientation to CIA was well received and seemed to me to be well conceived for this audience. Mr. Devlin's excellent explanation of the COS role in the

25X1

25X1

[redacted] should lead to a greater appreciation of the COS role overseas, especially among those members of the Seminar who will shortly go to overseas assignments. Mr. Devlin's reputation, as Chief of Station [redacted] was well known to many in the class, especially those that have served in South East Asia, and this added to the overall acceptance his remarks generated. [redacted] provided some useful information on current happenings in the China and USSR. However, while [redacted] offered greater substance some of his impact was lost because he read from a prepared text. [redacted] effectively fielded some questions about the estimative process. Mr. Colby capped the CIA performance with some pertinent candid comments on the CIA process. All in all the "Day at Langley" was a great success, and it was appreciated very much by the members of this FAES. Some were impressed by the fact that CIA would take the time to talk with them, and some, surprisingly, were caught up in the "mystique" of CIA by expressing pleasure at being invited "inside" CIA.

The FAES staff handles the Seminar exceedingly well, technically the arrangements were flawless. The speaker selection seemed to me to be outstanding, and the scope of the presentations very exciting. However, the FAES library facility was very limited, and this was further damaged because they had only one copy each of the classified reading materials for the forty plus members of the Seminar.

25X1

STAT

MEMORANDUM FOR: [REDACTED]

SUBJECT : Comments on FAES

STAT

1. The FAES is an excellent seminar. It is one of the best training courses I have ever taken during my career with the Agency. I recommend it highly for all senior staffers who have been and are going overseas, especially into any position where they will have liaison or contact with other U.S. agencies. It would be most valuable and interesting to more of our DDP staffers to attend if their cover status would allow, or if a better cover could be worked out for them to attend.

2. I would also suggest that this course be added as a sort of recommended addition to all those who take the Mid-Career Course.

3. The "Day at Langley" was good considering the security limitations on what could be said and the short time available. Mr. Colby's introduction and the session on "Role of the COS" were very good and should be continued. The COS session on our relations with State and other U.S. agencies in the field, could be stressed and explained even more.

4. Why not add or include in the "Day at Langley" a briefing by our Technical Security Office on some of their technical security problems, counter measures, findings, etc. in our overseas installations. This would be very interesting to the FAES groups and could also be a further lesson to them (and an aid to us) in overseas security.

5. In addition, why not have TSD give a presentation of some of the audio, bugging, and other technical devices which are not classified but are not generally available to the public. A presentation such as is given to many of our foreign liaison people. This type of presentation would be very interesting and impressive to many of these people - and is probably what they expected to see at Langley.

SUBJECT: Comments on FAES

6. The course was especially valuable to me for my Vietnam assignment. In addition to the generally excellent speakers, my seminar group of 14 was composed of at least 10 people who had been, still are, or were going to Vietnam or Indo-China. Their experience in various fields and the resulting discussions were most interesting and invaluable to me.



STAT

CS-14

NE - S Careerist

STAT

31 May 1972

STAT

MEMORANDUM FOR: [REDACTED]

SUBJECT : Comments on FAES, 8-26 May 1972

1. I found the FAES to be a stimulating and worthwhile experience. It was particularly valuable to me in that it brought to my awareness various foreign and domestic issues relevant to U.S. Foreign Policy which are outside the scope of my day-to-day activities. I found the impressive array of speakers, most of whom were excellent, who gave differing viewpoints on Foreign Policy matters both enlightening and interesting. I also believe the three week association with seminar participants from other agencies was informative and no doubt will be useful in the future.

2. The value of the FAES to the Agency stems, I think, from its value to the individual. Whether we like to admit it or not, CIA personnel are somewhat isolated from the main stream of Government, including the Foreign Policy structure. The FAES serves to broaden the individual's, and collectively the Agency's, perspective with regard to formulation and conduct of Foreign Policy. I strongly endorse CIA's continued participation in the Seminar.

3. The "Day at Langley", or more appropriately in the case of this particular Seminar, the Half Day at Langley, seemed to be well received by all Seminar participants. As an Agency employee, I found the presentation both forthcoming and professionally done. I observed similar reactions from other participants. In my own case, I think the briefing would have benefited the Regional Seminar if it had been scheduled earlier in the three week period.

4. While the CIA briefer did an excellent job of relating CIA and Intelligence in general to the Foreign Policy process, it might be useful to include a separate discussion

of the role of Intelligence as seen by a user of Intelligence as opposed to someone from within the Agency. Additionally there are various articles appearing from time to time in Studies in Intelligence which might usefully be included in the FAES library.



STAT

~~CONFIDENTIAL~~

GS-14

25X1

SEC - SS Career Service

3 FEB 1972

MEMORANDUM FOR: [REDACTED]

25X1

SUBJECT : FAES

1. In response to your memorandum dated 28 January 1972 for comments regarding my observations and evaluations as a student in the FAES (Foreign Affairs Executive Seminar) presented during the period 10 through 28 January, the following report is provided.

2. My response will be presented considering your key statements provided in your memorandum:

"The value of the FAES to you"

Having had the opportunity of serving as a training officer for the Office of Security and being presently enrolled in graduate study at George Washington University with major interest in the field of education, I do feel I have considerable interest and a certain degree of sensitivity to educational sessions including programs such as the FAES. The value of the FAES to me was centered primarily within the student complement particularly the wide variety of agencies represented by some of their senior officials attending this course. These individuals had a vast storehouse of knowledge and experience relative to most parts of the world but with particular emphasis toward the lesser developed areas of the world. Their agencies such as State Department, AID, USIA and elements of the military had vital interest with respect to US foreign policy as relates to its international dimensions. To be able to share a variety of educational experiences prompted by an extremely high caliber of course speakers and

~~CONFIDENTIAL~~

SUBJECT: FAES

complemented by extensions of this motivation into the excellent seminar sessions made for an opportunity to develop friends and contacts amongst these agencies and to derive a greater appreciation and understanding as to their missions and how they hoped to achieve these missions. Finally, this three-week seminar provided me the opportunity to review current US foreign policy doctrine and supporting issuances which are relevant to my preparation for my next assignment which is in an overseas facility.

"The value of the FAES to the Agency"

I believe FAES offers considerable value to the Agency in that it provides our organization with an official formal means of articulating this Agency's responsibilities and problems to representatives of those US government agencies also concerned with overseas operations. It further provides this Agency a means of explaining its activities so that confusion, distortion and misunderstanding on the part of these representatives can hopefully be minimized or eliminated. I am certain that for some of the attendees Agency participation in this course serves as the only formal opportunity these individuals have to gain any official insight into the organization, mission and functions of this Agency.

"The effectiveness of the 'Day at Langley' including observations from other participants and any suggestions you might have for improving our input"

I personally found our visit to Langley to be a highlight of the seminar. It was well timed, in no way an "over-kill exercise," offered at the correct level in tempo for those individuals who comprised this seminar. As you may recall I was a member of the East Asia Seminar group which was the largest sub-group within the FAES.

CONFIDENTIAL

~~CONFIDENTIAL~~

Page 3

SUBJECT: FAES

A large number of this seminar group and other individuals in the FAES on an unsolicited basis advised me that they felt the visit to Langley was a keystone of the entire seminar and they appreciated the opportunity to learn more about the various essentials of foreign intelligence collection and further the opportunity of exploring with senior Agency representatives queries that they had with respect to these intelligence activities. By comparison, the visit to Langley, without any personal Agency prejudice, dwarfed the FAES visit to USIA (Voice of America). I found all of our speakers to be highly professional, competent and knowledgeable of their subject areas, all presented their material in a superior fashion. I might add there was an excellent balance in our speakers from Mr. Colby to

[redacted] and the DDI representatives. Following the visit, however, I found that certain members of the FAES (non-Agency) were not familiar with the distinctions between Clandestine Service Officers and formal Intelligence Officers. It might be appropriate for [redacted] in his presentation to provide these distinctions. It is also recommended that Mr. Colby use a larger lettered chart or a transparency in lieu of the first chart he used in his presentation. The lettering was too small for any members of the audience to read other than those sitting in the first row. I believe the plan to have additional senior officials dine with this group and share additional Agency information and experiences was a cardinal achievement and one which should be continued if at all possible. Hugh Cunningham joined our group at lunch and was extremely helpful in clarifying any points registered during our lunch.

25X1

25X1

"Any other aspects of the Seminar you believe worthy of comment"

I feel, as is evidenced by my comments above, that this seminar should be supported in its future offerings and that what with the caliber of individuals scheduled from other agencies we should continue to be selective in posting our personnel to share in this seminar. There

~~CONFIDENTIAL~~

were no Agency guest speakers in the East Asia Seminar group and I am uncertain if Agency representatives appeared before any of the other geographical seminar groups. I feel this would have assisted the sub-seminar groups in their discussion, particularly in the East Asia Seminar group which included Indo-China. Continual reference to the Agency participation in this area was made and some official Agency representation as to their role in this area would have been of assistance. I have made other comments with respect to the conduct of the seminar and have reflected those on the seminar critique sheet. The above remarks relate primarily to Agency involvement in this program.

3. May I say that your representing the Agency in this high level extremely professional seminar was extremely helpful to me and I am sure all other attendees from our organization. Your sage and counsel in assisting us was greatly appreciated. It was a pleasure to identify you within the student body as our Agency representative.

25X1



CONFIDENTIAL

STAT

ORD-3361-72

2 June 1972

STAT

MEMORANDUM FOR: Director of Training

ATTENTION

SUBJECT : Report of Training - Foreign Affairs Executive Seminar
(FAES) 8-26 May 1972

1. In response to your request dated 25 May 1972, the following are my comments on the FAES.

2. I enjoyed the Seminar very much and feel that it was of considerable educational value due primarily to the excellent job of the program planners in their selection of speakers and subject materials. I felt that the lectures were educational, relevant and provocative, especially during the discussion periods.

3. The value of the Seminar to the Agency is indirect and therefore difficult to assess. The nature of the lectures and the discussions certainly increases the scope of an employee's knowledge and understanding of the Government's problems and thereby increases the value of his support to key management executives.

4. I feel the day at Langley was informative and effective. The consensus of the members of my regional seminar was highly favorable and reflected the belief that the Agency was honest and candid with the group. STAT

5. The only deficiency I noticed with the Seminar was the lack of direction and enthusiasm by our faculty advisor [redacted]. He was absent much of the time, contributed very little during his presence, and was generally looked upon by the group as the biggest "name dropper" any had encountered in his Government experience.

6. In summary, I feel honored to have been selected by the Agency to participate in the FAES and am grateful for the education which I received from the lectures and the discussions with Government colleagues during the regional Seminar sessions. Unless the cost is exorbitant, I recommend that Agency participation in the Seminar be continued. STAT

FOR OFFICIAL USE ONLY

30 March 1972

MEMORANDUM FOR:

STAT

SUBJECT : PAES

1. The impact of the PAES on me is summed up by "this was the best Government course I have ever taken." By "best," I am judging in terms of utilization of time to meet stated objectives -- choice of speakers, ordering of blocks of instruction, use of area seminars, and mix of student body. The specific value to me is:

a. substantive information from formal presentations and informal (particularly seminar- discussion

b. awareness of other Community interests in areas of my own concern (LDCs, particularly in Africa; U.S. national security policy planning and implementation)

c. opportunity to assess speakers for possible utilization in OTR courses

d. contacts within other Government agencies as points of future reference (particularly my seminar colleagues).

2. Items (a), (b) and (d) above would be of general value to the Agency, in the sense that I believe there literally is "something for everyone" with any interest in the international scene -- or CIA's raison d'etre. Another argument for Agency participation is:

providing a more realistic image of Agency mission and functions to non-Agency participants. The "Day at Langley" is a vital factor in this, but also significant are the informal exchanges between Agency representatives and their fellow students and faculty.

3. The "Day at Langley" gave an excellent presentation of the Agency. I was intrigued by the excitement of some of the more senior Government people in the course about penetrating "the Great Wall" of Langley. The only criticism I heard concerned the comfort of the room -- with the suggestion we might either break into small groups or change rooms some time during the day. The appeal of going to headquarters precludes the alternative of using our Senior Seminar or other OTR facilities.

SUBJECT: FAES (continued)

4. I'll close by committing to writing a concern we discussed -- the "identity crisis." I believe strongly that we should stand up and be counted publicly in courses such as these -- even if students as persistent with insane questions as [redacted] are better left embarrassing the Army than CIA! With the exception of CS officers with established cover, I cannot rationalize the need for any Agency employee requiring any sort of cover for any U.S. Government courses. Indeed I would think that the Agency could make points with speakers as to its sophistication by overt participation in Q&A sessions. I certainly do not think any speaker would have copped out because of Agency participation -- evidenced by the relative ease we have in getting outside speakers for our own programs.

STAT

[redacted]

STAT

2 February 1972

MEMORANDUM FOR: Director of Training

25X1

SUBJECT : FAES

REFERENCE : Memo From [REDACTED]
Same Subject, Dated 28 January 1972

1. In response to reference, my thoughts are keyed to categories stated therein.

A. The value of the FAES to you:

1. A more comprehensive understanding of the procedures and responsibilities of the Country Team.

2. A broader overview of the policy making procedures and the implementation of these policies.

3. Through exposure to employees of other Departments and Agencies, have acquired an appreciation of their problems, and hopefully vice versa.

B. The value of the FAES to the Agency:

1. I would ditto the comments of 1, A above.

2. Additionally, the association and discussions promote acquaintances that are, or will be, invaluable in the performance of our mission [REDACTED] abroad.

25X1

CONFIDENTIAL

-2-

C. The effectiveness of the "Day at Langley" including observations from other participants and any suggestions you might have for improving our input:

1. The "Day at Langley" was, I believe, very effective and informative to the extent possible due security implications that prevailed.

2. A few comments were voiced regarding the presentation on the U.S.S.R., i.e., to approach the U.S.S.R. question somewhat the same as the approach given to the China question, and eliminate the use of so many charts and graphs.

3. If possible to include some more specifics regarding the overseas support agreements between our Agency and the other Departments and Agencies. It has been my personal experience that, [redacted]

25X1

[redacted] some officials are unaware that these Support agreements exist. The inclusion of a discussion about the agreements would bring them to the attention of all participants and a better understanding of some of the specific requirements and applications of the agreements.

25X1

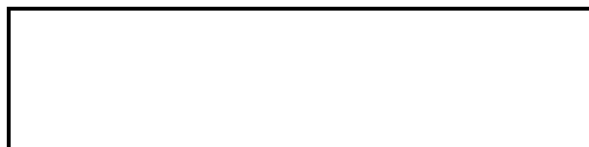
D. Any other aspects of the Seminar you believe worthy of comment:

The selection of speakers provided a very wide range of topics and opinions. The FAES faculty should be commended for its effort in obtaining such high quality professional speakers.

25X1

2. I wish to take this opportunity to thank you for selecting me as a participant in this Seminar, also I wish to express my thanks to [redacted] for his cooperation and Administrative assistance during the entire Seminar.

25X1



CONFIDENTIAL

~~SECRET~~

25X1

AF - D Career Service

30 May 1972

25X1

MEMORANDUM FOR: [REDACTED]

SUBJECT : FAES

1. Per your request, herewith my comments on the last running of the FAES:

a. Value of the FAES to the undersigned: In addition to participating in seminar discussions on a broad range of topics, the individual student has the added advantage of associating with, and hearing the views of, representatives from other government agencies, including the military. For the most part, these representatives were administrators of fairly high grade and therefore were able to convey decision making and administrative procedure for their respective organizations.

b. Value of the FAES to the Agency: During the course of the seminar, the undersigned was asked to describe, within the bounds of security, the relationship of a station [REDACTED]

25X1

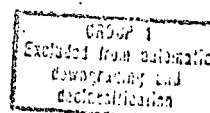
[REDACTED] It was quite apparent that many, if not all, of the other members of the class had little or no knowledge of the station's role [REDACTED] For this reason continued Agency participation in the FAES might be justified as all members of the seminar indicated a better understanding of the role of a station [REDACTED]

25X1

25X1

25X1

c. "Day at Langley": Unfortunately the undersigned was out of town for this phase of the FAES and cannot provide an observer's viewpoint of its relevance. Other participants indicated, however, that one-half day at Langley did not justify transporting the whole class (60 people) to Headquarters. It would have been more expeditious to bring the Agency speakers to FAES. If, however,

~~SECRET~~

SECRET

- 2 -

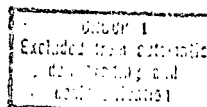
the group continues to travel to Langley, one point which might rate some consideration would be to provide a comprehensive presentation by someone from the third or seventh floor after which the group would be broken-up by regions for individual presentation, i.e., a speaker from AF Division for the AF regional seminar, one from EUR Division for that region, etc.

2. In addition to the above comments, the undersigned would like to take this opportunity to again thank you as well as the staff and faculty of the FAES for being given the chance to participate in the FAES. It was an excellent three-week seminar.



25X1

SECRET



~~SECRET~~

CA - D Career Service

25X1

21 June 1972

MEMORANDUM FOR: Director of Training

ATTENTION: [REDACTED]

25X1

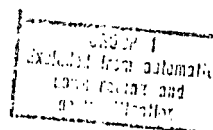
SUBJECT: Evaluation of the January 1972 Session of FAES

1. Overall, I place a high evaluation of that session of FAES as far as its value to me is concerned. In my work in CA [REDACTED] I prepare a wide variety of propaganda guidances sent to most CIA Stations, mostly dealing directly or indirectly with Soviet policies in various areas of the world. The global range of the seminar, dealing with the special problems of various areas of the world, gave me a firmer perspective from which to weigh the motives and effectiveness of Soviet policy. It had immediate and beneficial effects on my own work. My own seminar concerned the Middle East, and the mere participation and involvement in Middle Eastern problems deepened my grasp of U.S. problems there, adding to my capacity to provide useful and effective propaganda guidelines concerning Soviet aims and policies there. 25X1

2. Quite apart from the benefits of the course for my particular professional specialty, I believe that anyone working on the foreign policies of any area or single country, would benefit comparably by taking the course. It gives one the opportunity to view one's own specialized field or country from a larger perspective and put it in a sharper focus. Personnel in the CA field in the DDP area (CA Staff, or Division and Desk officers) and intelligence analysts in the DD/I should find the course very useful. For such categories of CIA officers, I recommend the course wholeheartedly. I would judge it to be less worthwhile for officers not involved in foreign political affairs and analysis, e.g. those in administration, logistics, security, personnel, etc. or in scientific intelligence, for example.

3. I heard few comments on the Day at Langley, but gained the overall impression that CIA came across very well to the non-CIA seminarists. My own impression was that though there was little informative to me personally, the CIA officers making the presentations

CA-584-72

~~SECRET~~

SECRET

gave a good image of the Agency. I have no strong feelings or recommendations for a change in the general thrust of the CIA presentation, though I understand it changes somewhat from time to time. As an officer of the Covert Action Staff of D/DP, I think it should always be brought out (as it was during my Day at Langley), that CIA undertakes Covert Action not on its own initiative, but as often as not at the instigation of the NSC or other agency, but always in any case, only with their sanction.

4. I left specific recommendations concerning course content and the relative value of the lecturers on the last day of the seminar. Overall again, the choice of speakers was very good, with a small scattering of weaker ones, but FAES batting average is very good.



25X1

Covert Action Staff/



25X1

SECRET

~~CONFIDENTIAL~~

GS-14

OTR - D Career Svc

25X1

9 June 1972

MEMORANDUM FOR: Director of Training

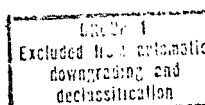
SUBJECT : Evaluation of the Foreign Affairs Executive Seminar
(8-26 May 1972)

1. The Foreign Affairs Executive Seminar was of distinct value to me, mainly in giving me the views of experts on the foremost problems facing the United States in 1972. I was reminded, as these problems were discussed, of your admonition to each entering Career Trainee class that the problems confronting America today are not what they were in the early fifties, and that this fact is bound to have effects on the missions and programs of an intelligence service like ours. 25X1

2. In view of the strong possibility that I might be moving into narcotics operations at the end of my stint with OTR/CTP I asked [] to put me in the Latin America ("ARA") seminar. I had in mind the apparent shift in some shipments of heroin to Latin America as a transit point, rather than the traditional direct route across the Atlantic from France. Since my experience in the Agency is all in the Far East I figured on learning something of Latin America that might be of value to me in my next job. Although I did in fact pick up some knowledge of that continent I doubt that much of it will be useful in the narcotics context. 25X1

3. The Agency will, I think, benefit indirectly from my having broadened my horizons in the FAES. I think it is true that in OTR/CTP our view is more global than, for example, that of Agency officers whose experience up to this point might be exclusively in one geographic area or in one substantive function. In that sense the FAES might be somewhat more "broadening" for an officer coming from several years' duty in EUR, or DDI/OSR/Soviet Missiles, for example. On the other hand, it was by no means wasted on an officer like myself who is about to shift in function back from a personnel administration job like OTR/CTP to the hurly-burly of DDP/Narcotics Ops. For in the latter area I am up against a very big problem facing the US in 1972 and one which, as a matter of fact, was not touched on in the FAES.

4. The "Day at Langley" was very much to the point. I heard nothing but praise of it from my classmates later. They were particularly impressed by Bill Colby's plea that they bear in mind the need of the

~~CONFIDENTIAL~~

~~CONFIDENTIAL~~

SUBJECT: Evaluation of the Foreign Affairs Executive Seminar
(8-26 May 1972)

decision makers in Washington for "national intelligence." I think it is very important to retain as part of the Day at Langley the description of the duties of a COS. This was done very effectively for my class by

[redacted] Once he moves on another COS should be found who can give the same talk. My classmates, many of whom were on their way overseas, were keenly interested in how a COS spends his day and how he fits in with the rest of the U.S. [redacted] It is of critical importance to keep making the point, as [redacted] did, that a CIA station overseas does not report on other Americans as part of its statutory functions. 25X1

5. I am grateful to OTR for having afforded me an opportunity to hear the views and to pick the brains of men like General Haig, Marshall Green, Carl Rowan and others who are "giants" in their respective fields. It was a most exhilarating experience. 25X1

[redacted]
Program Officer
Career Training Program 25X1

Distribution:
Orig. & 1 - Addressee

~~CONFIDENTIAL~~

TAB

Foreign Affairs Executive Seminar

Costs FY 67 - 72 (FY 73 estimated)

	<u>Students</u>	<u>Percentage</u>	<u>Total Cost</u>	<u>Less Personnel</u>	<u>Net Cost</u>
FY 67	48	12.9	\$56,086	\$23,696	\$32,390
FY 68	N O B R E A K D O W N				32,374
FY 69	48	14.0	58,481	24,847	33,634
FY 70	48	14.0	53,413	27,131	26,282
FY 71	48	14.0	43,945	29,768	14,177
FY 72	48	14.0	41,876	30,134	11,742
FY 73	48	15.0	49,500	31,500	18,000

25X1

Page Denied

CONFIDENTIAL
DTR-76840

72.2638

30 JUN 1972

MEMORANDUM FOR: Deputy Director for Support

SUBJECT : The Foreign Affairs Executive Seminar

REFERENCES : (a) Memo dtd 12 Jan 72 to DD/S from
ExDir-Compt, same subject
(b) Ltr dtd 6 Jan 72 to DCI from John N.
Irwin, II, Chairman, NSC Undersecre-
taries Committee, re same subject
(c) Memo dtd 25 Feb 72 to ADTR from DD/S,
same subject

1. This memorandum on the Foreign Affairs Executive Seminar (FAES) is a follow-up to one I sent you on 11 February 1972 which included a separate response to questions asked by Mr. Colby in referent (a). At the time you returned my paper you mentioned that in a talk with Mr. Colby, it was agreed that an extension of three months would allow OTR opportunity to develop more factual information so as to respond perhaps less subjectively on the new posture of the FAES, the comments of our Agency people who have attended it, and on its value with reference to the differing needs and interests of the directorates.

2. I have attached a proposed response from you to Mr. Colby based on information assembled on the FAES through June. It includes two attachments. One is reports submitted by 14 of the 16 who participated in the three sessions conducted since January. Rather than lift a particular comment to underscore a particular point, each is the complete report containing response to three questions: the value of the Seminar to the individual, the value to the Agency, and the effectiveness of the visit to Headquarters. One participant [REDACTED] 25X1 left for overseas shortly after completing the January running and did not

ILLEGIBLE

~~CONFIDENTIAL~~

submit a report before departing; and the second, [redacted] who attended the May session, has not found the time to respond because of the illness, and now I have learned, the death last week of his wife. (In informal talks with [redacted] mentioned it appears that he will have no adverse criticisms to record when he does send us his report.)

25X1

25X1

A second attachment is a statistical chart showing the reimbursable costs of the FAES to the Agency for FYs 67 through FY 73, the latter being estimated.

3. I did not have occasion to discuss reduction of the Agency's quota with the Training Committee. The one and only meeting, Howard Haugerud, the Chairman, called was on 25 April when he briefed us on his plans for the Seminar. I understand that neither he nor Undersecretary Irwin wanted to bring up the subject, preferring to run the course without pressuring on quotas, using them only to determine shared costs for participating agencies. [redacted] and Howard, however, did discuss our interest in cutting back and Howard made it quite clear that it is not so much the matter of the eight as it is that we participate; that we continue with visits to Headquarters and that we send our people, hopefully five to each running so as to allow representation in each regional seminar.

25X1

4. In the first paper I mentioned that the reduction of our quota would have little effect on our share in the over-all cost of running the Seminar. At the same April meeting I learned that all participating agencies will get some increase in FY 73 since the estimated expenses of the Seminar have increased by \$31,000, going from \$299,000 to \$300,000. The Agency's share is up approximately \$6,000.

5. My views on the relevance of the FAES to the needs and interests of the Agency are unchanged since my February paper—and before that when I sat in on the planning sessions of the Training Committee beginning in the spring of 1971. The FAES was planned to be, and has become an excellent course on foreign affairs and CIA stands only to gain through participation. The reports of our 14 officers support such gain.

As I note in your proposed response to Mr. Colby, we don't have a course in OTR that treats foreign affairs exclusively from a

~~CONFIDENTIAL~~

CONFIDENTIAL

Community point of view. On the outside we have FSI's Senior Seminar in Foreign Policy and the National War College. Both deal with the subject but we are limited to only six participants, GS-15s and above. With the FAES we also have a foreign affairs program but it is only three weeks and we can send 48 of our people who are GS-14s and in some cases, GS-13s. I also say in that paper that I think it is time for the Agency to recognize the value of the Seminar and to give it full support. Anything less than this damages our opportunity to improve both Community relations and the knowledge of our own officers. Although I have not specifically said so in the memorandum, you may want to recommend to Mr. Colby that he put out a paper to his Deputies stating our position of full support to the FAES. It would be important to have this done before the September running.

for:

[Redacted Signature]

HUGH T. CUNNINGHAM

Director of Training

25X1

Att

DD/S Distribution:

Orig - DD/S Subject, w/DD/S 72-2639

CONFIDENTIAL